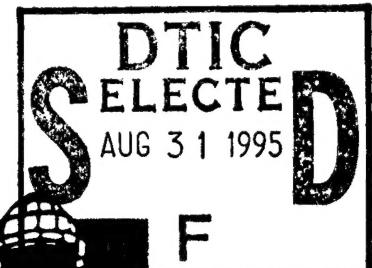
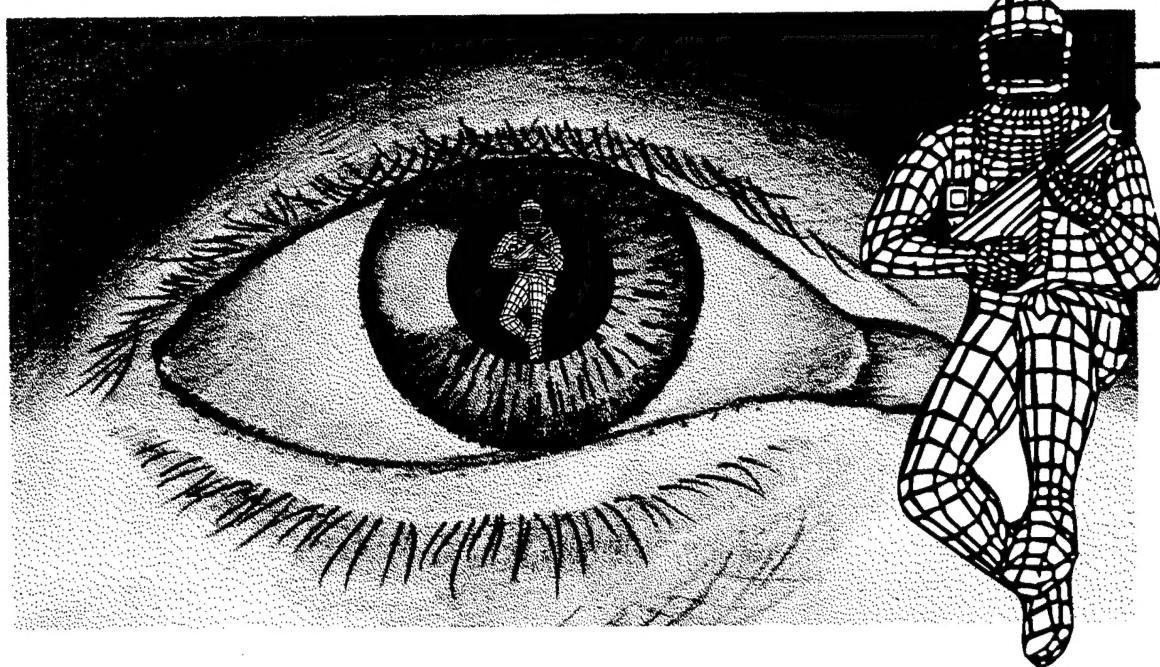


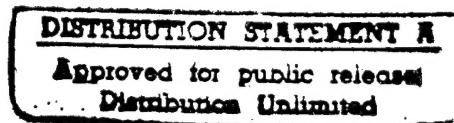
STRATEGIC VISION

A Selected Bibliography



"There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, and achievable vision of the future, widely shared."

-Burt Nanus. Visionary Leadership.
San Francisco: Jossey-Bass, 1992, p. 3.



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"Where there is no vision, the people perish."
--Proverbs 29:18

"The best way to predict the future is to create it."
--Peter Drucker, quoted in Steve
Buchholz and Thomas Roth, Creating
the High Performance Team. New
York: Wiley, 1987, p. 91.

"Strategic Vision is a mental image of what the future world ought to be like. (The prophet's view). Development of a strategic vision is preceded by forecasting the actual, matter of fact, realistic and pragmatic future to create an estimate of what the future is likely to be. In doing this, the strategist looks at history, the current situation, and trends. Strategy is the crossover mechanism for moving from the world as forecasted to the world of our vision.

Strategic vision provides direction to both the formulation and execution of strategy. It makes strategy proactive, rather than reactive, about the future."

--Colonel Bruce B.G. Clarke, "Strategic Vision," appendix 1, part 1 in Strategic Vision and Strategy Formulation: Capstone Exercise. Carlisle Barracks: U.S. Army War College, 1994, p. A-2.

"The Army Vision--A Total Force Trained and ready to Fight...Serving the Nation at Home and Abroad...A Strategic Force Capable of Decisive Victory--is firmly rooted in the realities of current capabilities while at the same time reaching out with measured confidence to the future. This Army vision reflects the integration of strategy, history, technology, the changing range of threats to our national interests and prosperity, interservice relationships, and political decisions that allocate resources and designate service roles and functions."

--U.S. Department of the Army. State of America's Army on Its 218th Birthday: Service to Country--Change--Continuity, Growth to the 21st Century. Washington: 1993, p. 12.

Preface

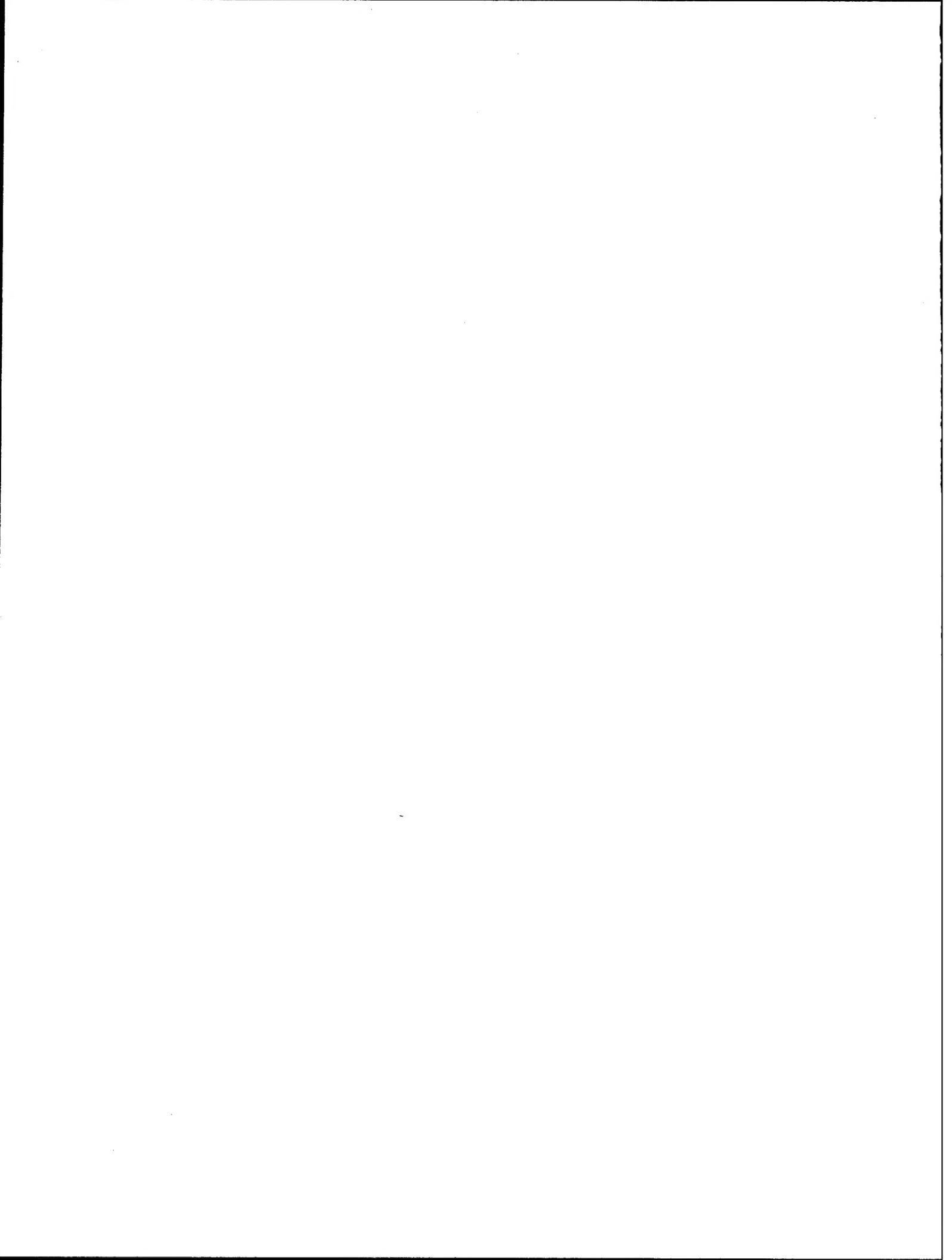
Strategic Vision remains an enduring theme at the U.S. Army War College. In support of this theme, the following bibliography has been developed to aid those engaged in thinking about alternative futures and those involved with developing long-range strategic plans.

The bibliography identifies books, documents, and periodical articles in the collection of the U.S. Army War College Library. For your convenience, we have added our call numbers at the end of each book and document entry (keep in mind that call numbers may vary from library to library).

For additional information, please contact the Research and Information Branch, U.S. Army War College Library, by sending an e-mail message to awcsl@carlisle-emh2.army.mil, or by phoning DSN 242-3660 or Commercial (717) 245-3660.

Jane E. Gibish, compiler

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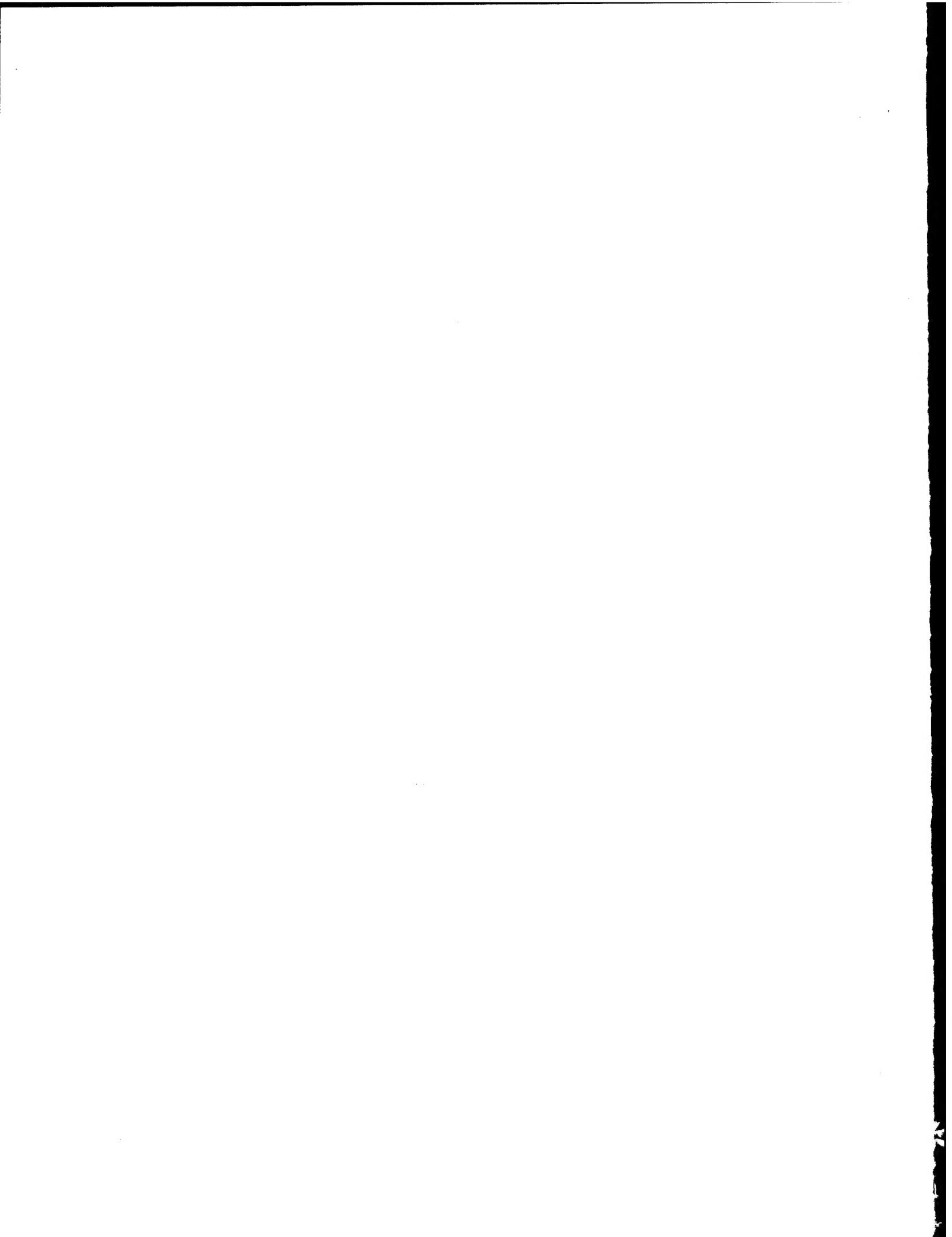
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"It's hard to make predictions, especially of the future."

--Yogi Berra, quoted in Vice Admiral
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"It is important not to mistake the edge of the rut for the horizon."

--Anonymous, quoted in Joel A.
Barker, Paradigms: The Business of
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